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CARLETON REGIONAL DEVELOPMENT COMMISSION INC.

Assisting in Business Creation & Expansion!

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- Annual Report 97,98,99
- Regional profile
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Annual Report Fiscal Year 1999-2000

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Carleton Regional Development Commission

Annual Report
Fiscal Year
1999-2000

101-02305/

Annual Report Fiscal Year 1999-2000

Table of Contents

List of Directors and Municipalities – Page 3-4

History of the Commission – Page 5-7

Chairman's Message – Page 8-11

General Manager's Report – Page 12-27

Auditor's Report - Appendix

Balance Sheet - Appendix

Statement of Revenue and Expenditures - Appendix

Notes to Financial Statements - Appendix

Member Municipalities

Bath	Bristol
Canterbury	Centreville
Florenceville	Hartland
Meductic	Woodstock

Board of Directors	Representing
Matthew Brennan	Bath
Charles MacDonald	Bath
Harold Crabbe	Bristol
Robert English	Canterbury
Gerry English	Canterbury
Gary Thomas	Centreville
Ray Carmichael	Centreville
Robert Stephenson	Florenceville
Brian Bradley	Hartland
Ken Clark	Hartland
Neil Cummings	Meductic
David Henley	Woodstock
Ken Harding	Woodstock
Ex-Officio	
Wayne Gunter	Atlantic Canada Opportunities Agency
Ed Olsheski/Claire Carrier	Economic Development Tourism & Culture, Province of New Brunswick

Executive

Charles MacDonald	Chairman
Ken Clark	Vice Chairman
Matthew Brennan	Secretary
Ken Harding	Treasurer
Randy Leonard	Past Chairman

Personnel

Gary Melanson	**General Manager**
Ron Ward	**Senior Project Officer**
Jennifer McCarty	**Administrative Assistant**
Karri-Lynn Paul	**Project Officer (Contract)**
Stuart Scott	**Marketing Assistant (Contract, ended Dec'99)**

Professional Appointments

Corporate Solicitors:

Crocco, Hunter & Purvis
Woodstock, N.B.

Attn: Ian Purvis

Corporate Banker:

Royal Bank of Canada
Woodstock, N.B.

Auditors:

Donald Oulton, C.A.
Oulton & Parkinson
Woodstock, N.B.

Carleton Regional Development Commission Inc.

The Carleton Regional Development Commission Inc. was established and incorporated under the Companies' Act of the Province of New Brunswick late in 1980. The intention is to serve the development interest of the region rather than single communities.

The main purpose of the Commission is "to encourage the promotion, expansion and diversification of economic activity" within the Carleton Region. To this end, the corporation was granted the rights and power to provide services of consultants and engage in other pursuits not inconsistent with the Companies' Act in order to achieve its objectives.

The territory over which the Carleton Regional Development Commission has jurisdiction coincides more or less with the trade area of the Carleton Region. It extends in a radius of 41 kilometres (25 miles) around the towns of Woodstock and Hartland, and the villages of Bath, Bristol, Centreville, Florenceville, Canterbury and Meductic. The Carleton Region has a total population of 27,210 people, thirty three percent of which live in incorporated communities.

The key economic activities in this region revolve around Agriculture and Food Processing, Forestry and value-added wood products, Metal Fabrication, and Transportation. Plus we have benefited from strong growth in the Craft and Giftware industry including Christmas trees and wreaths over the past few years. The region is also home to strong retail and support service industries. This sector has seen significant growth over the past five years as a result of the growth and stability of our industrial sectors. In fact 86% of the people employed in the Carleton region are employed on a full-time basis and this factor contributes to a strong retail and service sector.

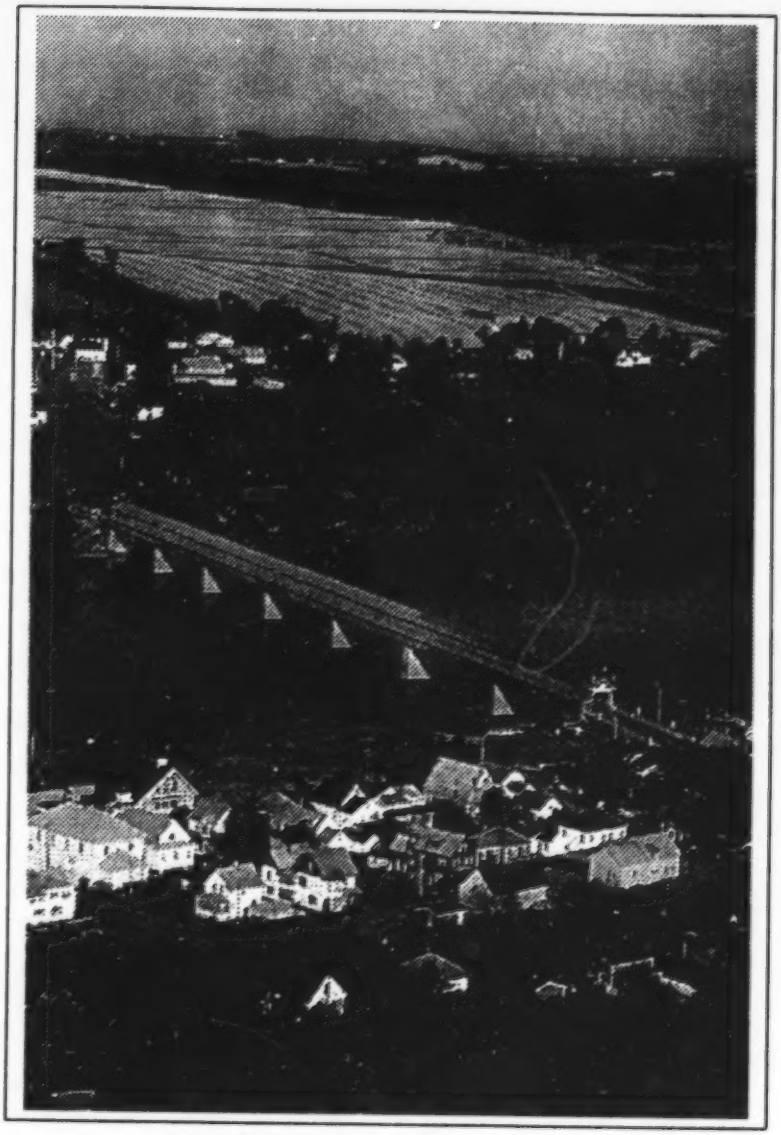
At the present time, the unemployment rate in the region is approximately 6.5% and even lower in some communities. A challenge facing our region is to assist our industries in their search for qualified, trained workers primarily in the trades and transportation.

The activities of the Commission are wide-ranging, being geared to the identification and implementation of economic development opportunities within the region.

The fulfillment of the roles and functions require that the Commission carry out a number of activities. Major activities include: (a) planning; (b) promotion; (c) new business development; (d) liaison with all levels of government; and (e) assist and promote the development of potential in the region's natural resources and tourism activities.

The Commission is not a government agency but an autonomous corporation. Its members are appointed by participating municipalities to a Board of Directors for a one-year term. The Carleton Regional Development Commission Inc. currently has sixteen director positions; two each from Bath, Bristol, Canterbury, Centreville, Florenceville, Hartland, Meductic and Woodstock. They are chosen for their interest in their community, their leadership qualities, their influence and resourcefulness.

The Commission has a business office in Woodstock with a full-time staff of three and two persons on one-year contracts. The General Manager is responsible for the management of the everyday operation of the Commission. His main concern is the promotion of economic development in the area. He also consults with the communities served and the higher levels of government in matters concerning economic development. He assists in the creation and expansion of local business in all sectors of business activity. The staff focuses their efforts on working with new and existing entrepreneurs, special projects and activities as assigned by the General Manager. All assistance and services provided by the CRDC are free of charge and confidential.



Chairman's Message

On behalf of the Board of Directors of the Carleton Regional Development Commission, I am pleased to submit to you the Annual Report for the 1999-2000 fiscal year.

The Carleton Region continues to build upon it's strength, our key sector, manufacturing industries, employs over 18% (or 2500 people) of the region's workforce. Other key sectors include the retail trade 11% of the labor force, Agriculture and related industries 9.5%, Health and Social services 8.4%, and Transportation and storage industries employing 7.8% of the regions workers. In all the total employment level in the Carleton region is 13,625 workers and an unemployment rate of 6.5%.

Our key employers for the major sectors are as follows:

Wood Products Related Companies:

Company Name	Number of Employees
Juniper Lumber	550
Glassville Logging	150
K-Line Construction	75
H.J. Crabbe	55
Snokist Christmas Trees	40

Agriculture and Food Processing Companies (Service and Manufacturing):

Company Name	Number of Employees
McCain Foods	1000
Thomas Equipment	290
Jolly Farmer	175
Small Fry Snack Foods	130
Canada Bread Ltd	50
Canusa	40

*This group does not include our strong farm community that provides a diverse crop of potatoes, grain, soybeans and other crops.

Transportation Related Companies:

Company Name	Number of Employees
Day & Ross Transport Inc	215
Fastrax	150
Ayr Motor Express Inc.	145
Valley Equipment	60
Woodstock Transport Inc	40

Metal Fabrication:

Company Name	Number of Employees
Sabian Cymbals Inc.	100
Craig's Manufacturing Ltd.	76
BWS Manufacturing Ltd.	60
Metal Fab Inc.	36
BID Canada	27
Bell Wire Products	20

Specialty Manufacturers and Services:

Company Name	Number of Employees
Barrett Diversified Corp.	400+
Efka Canada	75
Cottage Industries	40

New business start-ups continue through the encouragement of the public and private sector. Entrepreneurship is taught in our schools, through Junior Achievement and through special courses offered by Southwest Valley Development Corporation. New businesses need both financial assistance and guidance and the CRDC offers both to qualified entrepreneurs. In fact over the past year the staff of the CRDC handled over 1200 phone inquiries and 800 client-counselling sessions, the majority of these contacts were with new entrepreneurs. The CRDC staff delivered five entrepreneurship seminars to the area schools and special interest groups and they promoted the participation of entrepreneurs in the provincial mentorship programs.

In October 1999 in conjunction with Small Business Week the CRDC organized and delivered Network'99, a government to business trade show. Twenty-Five departments and agencies exhibited their services to approximately three hundred attendees. The show

resulted in several new projects, valuable contacts for our local business people and an appreciation by the exhibitors for the breadth and depth of business in the Carleton region. Following the Network'99 the CRDC held our Annual Dinner and Business Awards evening. The dinner attended by 175 business people was highlighted by the presentation of the business awards. The Business of the Year award was presented to Janet and Peter Clark for Yogi Bear's Jellystone Park and the Female Entrepreneur of the Year award was presented to Rachael MacDonald for the Rachel Ann Collection. The award winners received the recognition they deserved for their hard work and contributions to the success of this region.

The Commission continues to be involved in several projects including supporting the Area Mayors group in their hard work to ensure the future delivery of Natural Gas to this region and their continued efforts to address the tourism issues of the St. John River Valley with the government. The Commission has been a supporting member of the new Woodstock Tourism Partnership and their work to revitalize the tourism industry efforts in the Woodstock area.

Of course the CRDC can only help this region with the support and guidance of our partners. I would like to thank the key departments and agencies who have worked so hard for our region:

Atlantic Canada Opportunities Agency: **Wayne Gunter & Janice Nishikawa**

Economic Development Tourism & Culture: **Ed Olsheski, Claire Carrier, Jim Chandra, Pat McKinney, John Rosengren & Gary Belding.**

Department of Labor: **Greg Foster**

Department of Agriculture & Rural Development: **Tom Byers & Brian Duplessi**

Southwest Valley Development Corporation: **Bob Bowles & Norm Shott**

Human Resource Development Canada: **Gloria Lawrence & Dianna Wasson**

Human Resource Development New Brunswick: **Diane Martin**

I would also like to thank the towns and villages in our region for their continued support of the Commission and our work. Local support from Provincial and Federal government departments is limited; it is vital that the Commission continues to exist to support business start-ups, growth and diversification and to act as a voice to all levels of government concerning business issues and government policies affecting the region.

It's been a busy year and one that leads to questions about the future of the commission. Our five-year funding agreement has expired and we are now operating on a one-year extension. The CRDC is working with our sister organizations to develop with the Lord government a new model of development agencies for the province. It is important that through this stage the rural communities like the Carleton region continue to be served with a local agency and that these agencies be supplied with proper resources. Budget cuts over the past few years have dramatically curtailed the activities of the commissions impacting the rural regions the most. It is vital that this issue is addressed since funding sources from local governments are continuing to shrink. The CRDC serves as a valuable local economic development tool and if it is lost the region will definitely suffer. To best serve the needs of the business community a local office staffed with qualified economic development staff must be maintained.

The CRDC is already working hard to make this upcoming year another banner year of economic growth. The region is facing some challenges in the forestry, food production and transportation industries but I'm certain the region's strong work force and entrepreneurial spirit will turn these challenges into opportunities. The Carleton region will continue to grow and lead the way in rural Atlantic Canada.

Charles MacDonald
Chairman, 1999/2000

General Manager's Report

The Carleton Regional Development Commission has had another busy year working with local and regional organizations and businesses on various projects and initiatives. Our main focus continues to be business counselling with new and existing businesses. The staff conducted a total of 810 counselling sessions over the past year with inquiries as follows:

Provincial Programs	Number of Clients
Self Start	10
Entrepreneur	205
SECAP	60
Provincial Holdings	4
Tourism Strategy	20
Student Venture Program	20
Federal Programs	
ACOA	90
Industry Canada	3
Trade Assistance	20
Southwest Valley Development Corp. loans	90
Self Employment Benefit Program (SWVD)	90
Canada Job Fund	40
General Business Counselling	158

Through Government Programs, the Commission continued to offer financial support to the region. In summary, the assistance received was heavily in favor of existing businesses for expansion, modernization and employment programs. Entrepreneur Loan and Self-Employment Benefit program was popular amongst new start-ups. ACOA's Business Development Program was very popular amongst existing businesses for expansion and modernization. Extremely strong this year was the Partners program

offering support in the amount of $625,000 towards the creation of new jobs for their clients in the past year. A complete listing of support is included in the Highlights section of this report.

In 1999/2000 the Commissions and our Partners continued to utilize the format of a coordinated workplan which brought together the activities of the following five organizations:

Carleton Regional Development Commission
Southwest Valley Development Corporation
Atlantic Canada Opportunities Agency
Economic Development, Tourism & Culture
Department of Agriculture & Rural Development
Department of Labor
Human Resource Development Canada
& Human Resource Development New Brunswick

The purpose of the coordinated workplan is to identify and prioritize key economic development activities for the region, identify which organization(s) should be responsible for particular activities, and coordinate all the participants in the delivery and support of each activity undertaken. The workplan holds accountable the stakeholders with clear targets and timelines for all activities. The first year was a great success and this year we have three new Partners signed on. We feel that this is a giant step forward in reducing duplication and clearly defining the roles and responsibilities of all the partners.

This partnership came together for a second year during the Network'99 Government to Business Trade Show in October 1999. Twenty-five exhibitors participated in the trade show, which was designed to offer information to area business people and entrepreneurs. Three hundred people attended to talk to the representatives, and the long-term results are still being felt with business growth in the region

In closing I would like to thank the Board of Directors of the Carleton Regional Development Commission for their continued support and guidance. I would also like to thank the business community for their support of the Commission's work and in developing new businesses and expanding existing ones.

The next year will be a demanding and exciting one. The Commission is striving to work closer with our government partners entering a stage of integrated work plans. We are lucky to have a strong working relationship with our key partners, Economic Development, Tourism & Culture, Department of Labor, Atlantic Canada Opportunities Agency, Southwest Valley Development Corporation and the Department of Agriculture and Rural Development. Their representatives, Ed Olsheski and Claire Carrier, Greg Foster, Janice Nishikawa, Wayne Gunter, Robert Bowles and Norm Shott and Tom Byers have made our jobs much easier and more rewarding. I wish to thank them for their support. A special thanks to the team from Human Resource Development Canada, Julia McAlpine, Gloria Lawrence and Dianna Wasson have helped this region with the Canada Jobs Fund Program. This program has proven to be very important in the expansion of several area businesses that would not have received support from other sources. Thank you for your support.

I would like to encourage you to review the annual report and I look forward to any questions or comments.

Gary Melanson
General Manager

Highlights of Government Partners and Programs

The Canada/New Brunswick Business Service Centre: The Canada/New Brunswick Business Service Centre, located in Fredericton, continues to be a very important information provider for our staff and clients. The centre offers business advice, program information and referrals to other agencies.

The Business Development Centre: The Southwest Valley Development Corporation provides technical and counselling advice to new or existing small businesses. Their key activity is the administration of their investment funds to create employment supporting local businesses in the form of loans, loan guarantees and equity participation. During the past year Southwest Valley has invested $1,007,500 in direct cash investments into 22 businesses in Carleton County. These monies led to the creation of 34.5 full-time jobs and the maintenance of a further 50.5 full-time jobs. This organization is also responsible for the evaluation and counselling of Self-Employment Benefit Program (SEB) participants in the region. Currently, the SEB program has 14 participants approved for assistance, an investment of $165,656 that led to the creation of 22 full-time positions.

The Atlantic Canada Opportunities Agency: ACOA is one of two partners providing funding to the Carleton Regional Development Commission through the COOPERATION Agreement. ACOA continues to be active in supporting area businesses through their "Business Development Program" which is designed to help set up, expand or modernize businesses. Focusing on small- and medium-sized enterprises, the program offers access to capital in the form of interest-free, unsecured, repayable contributions. During the past year, ACOA has invested $2,508,449 in direct cash investments into thirty-one (31) businesses in Carleton County. A total of $6,073,340 has been invested in these projects and 56 jobs have been created.

ACOA was key this fiscal year in the delivery of two Better Business Management Practices training courses and one Trade Training Program. They also develop and

coordinate the Statistics Canada regional information required by the commission used to support the development of work-plans and business plans.

ACOA can accommodate a combination of business activities, including:

- Business start-up, expansion or modernization
- Developing business ideas, innovation, research and development
- Public tender bid preparation activities
- Training, productivity and quality improvements
- Trade development and marketing
- Consultant advice

ACOA's representative in the Carleton County is Ms. Janice Nishikawa and the Manager for the region is Mr. Wayne Gunter.

Human Resource Development Canada: Human Resource Development Canada has made a major impact in this region with the Canada Jobs Fund. Designed to assist businesses expanding and adding incremental staff, the program has generated a large number of applications and has supported several new and existing businesses. (Details were not available at the time of writing this report.)

New Brunswick Department of Economic Development, Tourism and Culture: The province has been very active in supporting business in the area with their various programs. The province was represented by Mr. Ed Olsheski until January 2000 and is now represented by Ms. Claire Carrier in the region and supported by Ms. Pat McKinney, Acting Director of the Small Business Directorate.

Key provincial administered programs utilized by our clients include:

A) **Self-Start** - A loan guarantee of up to $10,000, this program is available for first time, full-time business owners to assist in financing start-up and operating costs. This program is also available for seasonal tourism-related businesses. The Self-Start Program generated ten (10)) inquiries resulting in two (2) approvals in 1999/2000 in the Carleton County.

B) **Entrepreneur Program** - This program, supported by Advanced Education and Labor, is similar to Self-Start in that it loans up to $10,000 to new business ventures, but it is designed to assist unemployed individuals. Two hundred and five (205) inquiries resulted in ten (10) new businesses starting with the assistance of this program in 1999/2000. Several of these individuals also combined this program with the Self-Employment Benefit Program administered by the Southwest Valley Development Corporation and Human Resources Development Canada.

C) **Quality Assurance Program** - With quality being such an important aspect of today's business environment, this program offers assistance to provide quality control training for staff and management, to improve existing programs and the quality of a product or service, to purchase testing or measurement equipment and to hire qualified expertise. One (1) company in our region utilized this program in 1999/2000.

D) **Trade and Marketing Assistance** - This provincial program aims at helping manufacturers, processors, the tourism industry and some service industries on a cost-sharing basis. It enables them to take part in professional trade shows, industrial missions or to devise promotional material for developing new markets or increase sales at home and abroad. Five (5) companies received assistance under this program.

E) **Small Entrepreneur Capital Assistance Program (SECAP)** - This program has been recently introduced and designed to increase incomes and enhance employment opportunities in New Brunswick by financially stimulating small businesses to pursue new opportunities within certain sectors of the economy. This program provides financial support in the form of non-repayable assistance up to 40% of the eligible costs to a maximum of $50,000. Eight (8) approvals for assistance were given under this program.

F) **Other Programs**: Assistance was also given through the following government programs to a number of businesses in the Carleton County: Technical Missions, seven (7) approvals; Financial Assistance Program, two (2) approvals; and the Student Venture Loan program with four (4) approvals.

Activity Details

The Carleton Regional Development Commission (CRDC) serves a population base of approximately 27,210 people and 1,350 businesses in the region.

Our mandate is to foster and promote economic development in the Carleton Region. To report on the activity and the results over the past fiscal year, we focus on four key areas of activity; the projects within each area and the results achieved have been identified.

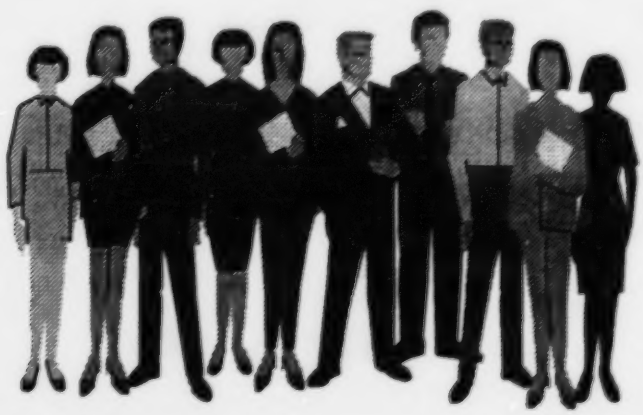
These topic areas are:

1) Leadership & Coordination

2) Business Counselling /Information/Training/Investment Promotion

3) Promotion of the Region

4) Communications



1) Leadership & Coordination:

Key Sector Focus: The CRDC and our partners focused our efforts on developing projects within the following five key sectors in the region: Forestry & Wood Products, Agriculture and Food Processing, Tourism, and Metal Fabrication. Our target was 80 visits to companies over the fiscal year. Our target was reached although projects in the Tourism sector did not reach the desired levels.

Tourism Action Plan: The CRDC was a key component in the success of the region's Mayors in receiving funding support from the Province of New Brunswick to study the Tourism potential of the St. John River Valley. The Commission provided research information, a color document outlining the request, and the presentation format and material for the meeting with the Minister of Economic Development & Tourism. With the change in government we are still awaiting the opportunity to make a presentation to the Lord government.

Gas Pipeline: The CRDC participated in the numerous meetings with town and village representatives to discuss the Natural Gas Pipeline routing through New Brunswick. This included several meetings with the Minister of Natural Resources and Energy and the Premier. The Commission also maintained contact, on behalf of the group, with the northern Natural Gas interest group based in Edmundston. The commission is pleased with the signing of the natural gas agreement with Quebec to encourage the linking of the two provinces through the future gas pipeline.

2) Business Counselling/Training.

Business Counselling to New and Existing Small Business - Inquiries: The staff of the CRDC has been tracking the number of client counselling sessions conducted each month. On average these sessions require approximately one and one half (1.5) hours of individual counselling and clients usually return an average of three times. We have had a busy year; our client counselling sessions totaled over 800 sessions this year exceeding our target of 500 plus an additional 1200 phone inquiries over the past year.

Programs: The CRDC works with a broad variety of government-related programs including: Self-Start, Entrepreneur, Self Employment Benefit, Small Entrepreneur Capital Assistance Program, the Canada Jobs Fund, Industry Canada Trade Assistance, Business Development Bank programs, and ACOA's Business Development Program. The CRDC witnessed another year of low start-up applications and approvals. Even though client inquiries where high, the quality of many proposed projects was poor or undeveloped, a large number of clients were seeking grants for small service-related businesses which failed to meet the criteria established by government programs.

Self-Start program approvals remained poor, achieving only 20% of target. This program has been cancelled by the provincial government effective March 2000 due to the change in demand for start-up assistance programs. Other programs such as the NB Entrepreneur Loan program achieved just over 100% of our target with ten approvals and SECAP achieved just over 50% of our target with eight approvals. Both of these programs have been working well in supporting businesses in the Carleton region, but due to budget cuts by the province the SECAP program has also been cancelled effective March 2000.

The CRDC has continued its policy of assisting clients with counselling, not consulting. The staff of the CRDC works with the client in the development of their business plans and program applications. The result is a true test as to the level of commitment of the client in pursuit of their business idea. As a result, the process takes a longer period of

time on average and the drop out rate remains high (those clients that failed to complete their application for assistance). Complete results of provincial programs are represented in Appendix A.

Under the ACOA funded programs, Carleton County continues to be very active. The number of projects undertaken in 1993/1994 was forty-four (44), fifty (50) in 1994/95, nine (9) in 1995/96, fourteen (14) in 1996/97, twenty-one (21) in 1997/98, eleven (11) in 1998/99 and thirty-one (31) in 1999/2000.

Other Entrepreneurial Training & Seminars - The staff of the CRDC conducted several guest lectures on Entrepreneurship to the Community College, area high schools and special interest groups throughout the area. During these lectures we distributed our "Starting A Business in the Carleton Region" booklet as a guide. These lectures combined the learning experience for the students with the exposure of the CRDC to prospective future business owners.

Provincial Mentoring Program – The staff of the CRDC are promoting to new businesses the use of the provincial mentoring program. This program matches mentors and mentees with the goal of assisting these entrepreneurs in the development and growth of their businesses.

Network'99 Trade Show - Government to Business Trade Show was held in October 1999. Twenty-five exhibitors participated in the trade show, which was designed to offer information to area business people and entrepreneurs. Three hundred people attended to talk to the representatives, and the long-term results are still being felt with business growth in the region.

3: Promotion of the Region:

Regional Marketing Profile: The CRDC has accessed assistance through HRD Canada to hire Stuart Scott to research and write a Regional Profile for Carleton County. This one-year term started in January 1999 and has resulted in a comprehensive document offering a detailed overview of the area. Topics include:

Brief History and Background of the Carleton Region
Carleton Region's Advantage and It's Strategic Location
Demographic Data
Labor Force/Workforce Data
Economic Data
Real Estate/Available Land for Use and Development
Services Breakdown by Economic Sector
Accommodations
Recreation and Leisure
Transportation and Communications
Education
Tourism & Attractions
Region's Future Outlook and Prospects for Growth

This document is undergoing some revisions and will be ready for distribution by the end of the fall of 2000. It is the intention of the Commission to distribute the profile on CDs to area schools, libraries and businesses.

Information - Marketing and Promotion – The CRDC staff updated and printed our business directory for the 1999 calendar year. Over 650 businesses are listed supplying information on business addresses, phone numbers, employment levels and key contacts. The information is available in two formats, alphabetical order and by industry sectors.

CRDC Annual Dinner & Awards Evening: Coordinated with Network'99, the annual dinner attracted 175 guests. David Hawkins from Hawke Communications was the guest

speaker and spoke on Tourism marketing and the development of tourism in this region. Charles MacDonald delivered his Chairman's message on the Carleton Region. The annual business awards where presented to Janet and Peter Clark, owners of Yogi Bear's Campground, for Business of the Year and Rachael MacDonald, Female Entrepreneur of the Year. The event was very successful and is the key marketing activity of the Commission each year.

Junior Achievement Golf Tournament – The CRDC organized and ran the annual JA Golf Tournament, a fundraiser for JA training in the Carleton region. In all 80 golfers participated and enjoyed a fun day. Approximately $1000 was raised to support JA.

Planning and Coordination: The Carleton Regional Development Commission has been actively participating in several organizations and initiatives in the county. Our role is to offer support and direction, but we have also been instrumental in initiating and coordinating certain activities.

The following is a list of organizations on which a representative of the Commission participates:

- New Brunswick Economic Commissions Association.
- Junior Achievement Carleton County
- Woodstock Quality Assurance Council
- Town of Woodstock Economic Development Committee
- Mentoring New Brunswick
- Golf New Brunswick (Marketing Committee of the NBGA)

4) Communications:

Advertising: The Carleton Regional Development Commission continued to promote special events, programs and training sessions to area businesses and individuals. To reach our prospective audience, the CRDC advertised locally as well as utilized a direct to

business fax service for several promotions. The CRDC also uses information notice boards at their offices to provide on-site advertisement of upcoming events and new program information. One of our best forms of promotion continues to be word of mouth support for our services and programs. The CRDC finally launched its Web site at: www.Carletonredc.com

Communication with Partners: The CRDC is committed to share the information we collect with our partners. We provide each other with our quarterly reports and monthly top 10 lists. We also provide the quarterly reports and semi-annual financial reports with our Board of Directors and funding partners.

Administration & Operations

The staff of the CRDC continues to split the administrative tasks of the Commission depending upon their expertise and interests.

Gary Melanson, General Manager, is responsible for the overall direction of the Carleton Regional Development Commission, reporting directly to the Chairman and the Executive of the Board of Directors. He handles government-related matters, has direct contact with the business community and town/village councils, and counsels clients on the various programs available.

Ron Ward, Senior Project Officer, is responsible for direct counselling with clients on business planning and programs and the coordination and delivery of CRDC training activities in the region. He also provides additional representation through various service and sports organizations in the community.

Jennifer McCarty, our new Administrative Assistant handles office administration, meeting and event scheduling, bookkeeping and general office duties. She is also responsible for the general upkeep of materials in the office.

Karri-Lynn Paul was hired under the Aboriginal Youth Internship Program for a one -year term. Her position as Project Officer. Karri-Lynn was trained in economic development activities and has been assigned to Tourism related tasks. She has participated in several training seminars, information sessions and workshops. Karri-Lynn was a founding member of the New Brunswick Aboriginal Youth Council and was a driving force behind the March 2000 Aboriginal Youth Conference held in Fredericton. The three-day conference attracted 120 participants and offered a variety of guest speakers and workshops.

New employee, hired in January 1999, Stuart Scott, was hired with assistance from Human Resource Development Canada. His position is Marketing Assistant. His task was centered on the development of marketing tools, primarily the Regional Profile for Carleton County as well as community profiles for our member municipalities.

All three of our new employees have proven themselves to be valuable employees, requiring minimal supervision and showing a great deal of initiative in their duties.

Each staff member's role is detailed in their appropriate job descriptions, which were revised in February 1998. Daily activity in the office is handled in a shared and equal manner, and all staff members are responsible for service to the clients.

CARLETON REGIONAL DEVELOPMENT COMMISSION INC.

Report And Financial Statements

For The Year Ended March 31, 2000

Oulton Parkinson Walker
Chartered Accountants

CARLETON REGIONAL DEVELOPMENT COMMISSION INC.
Report And Financial Statements
For The Year Ended March 31, 2000

Auditors' Report	1
Balance Sheet - All Funds	2
General Fund Statement of Revenue and Expenditure And Deficit	3
Notes To Financial Statements	4-6

Oulton Parkinson Walker

OULTON PARKINSON WALKER
Chartered Accountants

Donald V. Oulton, B. Comm., C.A.
Karen D. Parkinson, B.B.A., C.A.
Harold G. Walker, B.B.A., C.A.

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AUDITORS' REPORT

The Directors
Carleton Regional Development Commission Inc.

We have audited the balance sheet of the Carleton Regional Development Commission Inc. as at March 31, 2000 and the statement of revenue and expenditure and deficit for the year then ended. These financial statements are the responsibility of the commission's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the commission as at March 31, 2000 and the results of its operations for the year then ended in accordance with generally accepted accounting principles.

Oulton Parkinson Walker

Chartered Accountants

May 10, 2000

CARLETON REGIONAL DEVELOPMENT COMMISSION INC.

Balance Sheet
As At March 31, 2000

	2000 $	1999 $
ASSETS		
General Fund		
Current Assets		
Cash	10,902	48,910
Accounts receivable - ACOA	7,406	1,556
- Municipality	-	371
- Other	604	-
HST receivable	7,892	4,027
	26,804	54,864
Capital Fund		
Capital Assets (note 2)		
Office furniture and equipment	68,375	68,375
Reserve Fund		
Cash	20,080	25,619
	115,259	148,858
LIABILITIES AND EQUITY		
General Fund		
Current Liabilities		
Accounts payable and accrued liabilities	3,554	14,041
Special projects balance (note 5)	36,619	49,494
	40,173	63,535
Deficit		
Operating deficit - page 3	(13,369)	(8,671)
	26,804	54,864
Capital Fund		
Equity in capital assets (note 3)	68,375	68,375
Reserve Fund		
Equity in reserve fund (note 4)	20,080	25,619
	115,259	148,858

On behalf of the Board:

_____ Director

_____ Director

CARLETON REGIONAL DEVELOPMENT COMMISSION INC.

General Fund
Statement Of Revenue And Expenditure And Deficit
For The Year Ended March 31, 2000

	2000 Budget $	2000 Actual $	1999 Actual $
Revenue			
Cooperation agreement	184,546	184,546	184,546
Municipalities	14,685	14,685	13,393
Better business management practices program	-	-	202
Woodstock Quality Assurance Council	-	-	30
Transfer from reserve fund	5,325	8,206	9,544
Sale of capital assets	-	-	850
Rent and office services	3,750	700	3,064
Other	-	1,546	219
	208,306	209,683	211,848
Expenditure			
Salaries and employee benefits	138,466	131,527	133,578
Travel and car allowance	25,308	25,102	28,819
Office supplies and expense	7,900	16,627	16,556
Audit and accounting	3,386	4,166	5,729
Insurance	1,118	900	-
Membership fees, dues and seminars	3,000	1,997	1,847
Rent	12,904	12,964	12,964
Telephone	7,000	10,179	10,213
Electricity	4,224	4,192	4,140
Meetings	5,000	4,790	6,750
Better business management practices program	-	-	109
Resource kit program	-	-	1,362
Miscellaneous	-	437	214
Bad debts	-	1,500	-
Transfer to capital fund	-	-	6,833
	208,306	214,381	229,114
Deficit For The Year	-	(4,698)	(17,266)
(Deficit) Surplus			
Balance, beginning of year		(8,671)	8,595
Balance, end of year		(13,369)	(8,671)

CARLETON REGIONAL DEVELOPMENT COMMISSION INC.

Notes To Financial Statements
For The Year Ended March 31, 2000

1. Significant Accounting Policy

Office furniture and equipment

Capital assets are recorded at cost. The Commission does not record depreciation on its capital assets. Funds received through capital assistance programs or transferred from the general fund are treated as additions to equity in capital assets.

	2000 $	1999 $
2. Capital Assets		
Balance, beginning of year	68,375	61,542
Additions during the year		
Office furniture	-	618
Computer hardware	-	6,215
Balance, end of year	68,375	68,375
3. Equity In Capital Assets		
Balance, beginning of year	68,375	61,542
Transfer from general fund	-	6,833
Balance, end of year	68,375	68,375
4. Equity In Reserve Fund		
Balance, beginning of year	25,619	31,475
Interest earned	2,667	3,688
Deduct transfer to general fund	(8,206)	(9,544)
Balance, end of year	20,080	25,619

CARLETON REGIONAL DEVELOPMENT COMMISSION INC.

Notes To Financial Statements
For The Year Ended March 31, 2000

	2000 Budget $	2000 Actual $	1999 Actual $
5. Special Projects			
Cooperation Agreement			
Revenue			
Economic development brainstorming session	1,000	1,000	-
Entrepreneurship training	-	-	5,000
Business training program	-	6,230	10,405
Automation program	2,000	2,000	2,000
Communication and promotion program	6,000	6,634	6,000
Training and development program	5,000	5,090	5,000
Annual meeting	-	11,730	14,665
Tourism action plan	-	-	5,200
Marketing profile program	-	-	4,000
Business directory program	-	-	2,300
Stats Canada program	-	-	1,000
Network 99 trade show	3,700	3,700	-
Business training tourism program	4,250	4,250	-
	21,950	40,634	55,570
Expenditure			
Economic brainstorming session	1,000	-	-
Entrepreneurship training program	-	-	-
Business training program	-	5,894	2,579
Automation program	2,000	2,530	1,881
Communication and promotion program	6,000	6,935	5,692
Training and development program	5,000	5,798	4,541
Annual meeting	-	16,820	15,426
Tourism action plan	-	1,675	3,373
Marketing profile program	-	491	553
Business directory program	-	-	2,464
Stats Canada program	-	-	1,581
Network 99 trade show	3,700	1,008	-
Business training tourism program	4,250	1,580	-
	21,950	42,731	38,090
Excess (expenditure over revenue) revenue over expenditure for the year	-	(2,097)	17,480
Aboriginal Youth Internship Program			
Revenue	33,000	36,231	1,556
Expenditure	33,000	36,396	1,556
Excess expenditure over revenue for the year	-	(165)	-

CARLETON REGIONAL DEVELOPMENT COMMISSION INC.

Notes To Financial Statements
For The Year Ended March 31, 2000

	2000 Budget $	2000 Actual $	1999 Actual $
5. **Special Projects** (con't)			
Youth Internship Program			
Revenue	10,500	3,750	11,250
Expenditure	10,500	14,363	4,788
Excess (expenditure over revenue) revenue over expenditure for the year	-	(10,613)	6,462
Train Station Study			
Revenue	-	-	-
Expenditure	-	-	2,268
Excess expenditure over revenue	-	-	(2,268)
Special Projects			
(Deficit) Surplus for the year	-	(12,875)	21,674
Balance, beginning of year	-	49,494	27,820
Balance, end of year	-	36,619	49,494

6. **Uncertainty Due To The Year 2000 Issue**

The Year 2000 Issue arises because many computerized systems use two digits rather than four to identify a year. Date sensitive systems may recognize the year 2000 as 1900 or some other date, resulting in errors when information using year 2000 dates is processed. In addition, similar problems may arise in some systems which use certain dates in 1999 to represent something other than a date. The effects of the Year 2000 Issue may be experienced before, on, or after January 1, 2000, and, if not addressed, the impact on operations and financial reporting may range from minor errors to significant systems failure which could affect an entity's ability to conduct normal buisness operations. It is not possible to be certain that all aspects of the Year 2000 Issue affecting the entity, including those related to the efforts of customers, suppliers, or other third parties, will be fully resolved.